

**SERIAL 09009 RFP YOUTH DEVELOPMENT AND DELINQUENCY PREVENTION
PROGRAM Contract - YMCA**

DATE OF LAST REVISION: July 29, 2010

CONTRACT END DATE: July 31, 2011

CONTRACT PERIOD THROUGH JULY 31, 2010 2011

TO: All Departments

FROM: Department of Materials Management

SUBJECT: Contract for **YOUTH DEVELOPMENT AND DELINQUENCY PREVENTION
PROGRAM**

Attached to this letter is published an effective purchasing contract for products and/or services to be supplied to Maricopa County activities as awarded by Maricopa County on **July 22, 2009**.

All purchases of products and/or services listed on the attached pages of this letter are to be obtained from the vendor holding the contract. Individuals are responsible to the vendor for purchases made outside of contracts. The contract period is indicated above.

Wes Baysinger, Director
Materials Management

JM/df
Attach

Copy to: Materials Management
Donna McHenry, Justice System Planning



CONTRACT PURSUANT TO RFP

SERIAL 09009-RFP

This Contract is entered into this 22nd day of July, 2009 by and between Maricopa County ("County"), a political subdivision of the State of Arizona, and Valley of the Sun YMCA, ("Contractor") for the provision of prevention and/or intervention programs to youth between the ages 12 to 17 within the South Mountain Village area.

1.0 CONTRACT TERM:

- 1.0 This Contract is for a term of one (1) year, beginning on the 22nd day of July, 2009 and ending the 31st day of July, ~~2010~~ **2011**.
- 1.1 The County may, at its option and with the agreement of the Contractor, renew the term of this Contract for additional terms up to a maximum of four (4) years, (or at the County's sole discretion, extend the contract on a month-to-month bases for a maximum of six (6) months after expiration). The County shall notify the Contractor in writing of its intent to extend the Contract term at least thirty (30) calendar days prior to the expiration of the original contract term, or any additional term thereafter.

2.0 FEE ADJUSTMENTS:

Any request for a fee adjustments must be submitted sixty (60) days prior to the current Contract expiration date etc. Requests for adjustment in cost of labor and/or materials must be supported by appropriate documentation. If County agrees to the adjusted fee, County shall issue written approval of the change. The reasonableness of the request will be determined by comparing the request with the (Consumer Price Index) or by performing a market survey.

3.0 PAYMENTS:

- 3.1 As consideration for performance of the duties described herein, County shall pay Contractor the sum(s) stated in Exhibit "A."
- 3.2 Payment shall be made upon the County's receipt of a properly completed invoice.
- 3.3 **Expenditures for ART training, including training registration, and travel-related costs, if necessary, will be reimbursed up to \$3240.00 without the inclusion of any administrative fees or overhead costs. These expenditures will be reimbursed upon submission of supporting documentation and will be excluded from the Maximum Benchmark Earning Potential.**
- 3.4 INVOICES:
 - 3.4.1 The Contractor shall submit two (2) legible copies of their detailed invoice before payment(s) can be made. At a minimum, the invoice must provide the following information:
 - Company name, address and contact
 - County bill-to name and contact information
 - Contract serial number

- County purchase order number
- Invoice number and date
- Payment terms
- Date of service or delivery
- Quantity
- Contract Item number(s)
- Description of service provided
- Pricing per unit of service
- Freight (if applicable)
- Extended price
- Mileage w/rate (if applicable)
- Total Amount Due

- 3.4.2 Problems regarding billing or invoicing shall be directed to the County as listed on the Purchase Order.
- 3.4.3 Payment shall be made to the Contractor by Accounts Payable through the Maricopa County Vendor Express Payment Program, if Contractor so elects. This is an Electronic Funds Transfer (EFT) process. After Award the Contractor shall fill out an EFT Enrollment form (to be provided by the Procurement Officer) or as located on the County Department of Finance Website as a fillable PDF document (www.maricopa.gov/finance/).
- 3.4.4 EFT payments to the routing and account numbers designated by the Contractor will include the details on the specific invoices that the payment covers. The Contractor is required to discuss remittance delivery capabilities with their designated financial institution for access to those details.

4.0 AVAILABILITY OF FUNDS:

- 4.1 The provisions of this Contract relating to payment for services shall become effective when funds assigned for the purpose of compensating the Contractor as herein provided are actually available to County for disbursement. The County shall be the sole judge and authority in determining the availability of funds under this Contract. County shall keep the Contractor fully informed as to the availability of funds.
- 4.2 If any action is taken by any state agency, Federal department or any other agency or instrumentality to suspend, decrease, or terminate its fiscal obligations under, or in connection with, this Contract, County may amend, suspend, decrease, or terminate its obligations under, or in connection with, this Contract. In the event of termination, County shall be liable for payment only for services rendered prior to the effective date of the termination, provided that such services are performed in accordance with the provisions of this Contract. County shall give written notice of the effective date of any suspension, amendment, or termination under this Section, at least ten (10) days in advance.

5.0 DUTIES:

The Contractor shall perform all duties, tasks and programs stated in Exhibits B, E, F and G, or as otherwise directed in writing by the Procurement Officer.

6.0 TERMS and CONDITIONS:

6.1 INDEMNIFICATION:

- 6.1.1 To the fullest extent permitted by law, Contractor shall defend, indemnify, and hold harmless County, its agents, representatives, officers, directors, officials, and employees from and against all claims, damages, losses and expenses, including, but not limited to, attorney fees, court costs, expert witness fees, and the cost of appellate proceedings,

relating to, arising out of, or alleged to have resulted from the negligent acts, errors, omissions, mistakes or malfeasance relating to the performance of this Contract. Contractor's duty to defend, indemnify and hold harmless County, its agents, representatives, officers, directors, officials, and employees shall arise in connection with any claim, damage, loss or expense that is caused by any negligent acts, errors, omissions or mistakes in the performance of this Contract by the Contractor, as well as any person or entity for whose acts, errors, omissions, mistakes or malfeasance Contractor may be legally liable.

6.1.2 The amount and type of insurance coverage requirements set forth herein will in no way be construed as limiting the scope of the indemnity in this paragraph.

6.1.3 The scope of this indemnification does not extend to the sole negligence of County.

6.2 INSURANCE REQUIREMENTS:

6.2.1 Contractor, at Contractor's own expense, shall purchase and maintain the herein stipulated minimum insurance from a company or companies duly licensed by the State of Arizona and possessing a current A.M. Best, Inc. rating of B++6. In lieu of State of Arizona licensing, the stipulated insurance may be purchased from a company or companies, which are authorized to do business in the State of Arizona, provided that said insurance companies meet the approval of County. The form of any insurance policies and forms must be acceptable to County.

6.2.2 All insurance required herein shall be maintained in full force and effect until all work or service required to be performed under the terms of the Contract is satisfactorily completed and formally accepted. Failure to do so may, at the sole discretion of County, constitute a material breach of this Contract.

6.2.3 Contractor's insurance shall be primary insurance as respects County, and any insurance or self-insurance maintained by County shall not contribute to it.

6.2.4 Any failure to comply with the claim reporting provisions of the insurance policies or any breach of an insurance policy warranty shall not affect the County's right to coverage afforded under the insurance policies.

6.2.5 The insurance policies may provide coverage that contains deductibles or self-insured retentions. Such deductible and/or self-insured retentions shall not be applicable with respect to the coverage provided to County under such policies. Contractor shall be solely responsible for the deductible and/or self-insured retention and County, at its option, may require Contractor to secure payment of such deductibles or self-insured retentions by a surety bond or an irrevocable and unconditional letter of credit.

6.2.6 County reserves the right to request and to receive, within 10 working days, certified copies of any or all of the herein required insurance certificates. County shall not be obligated to review policies and/or endorsements or to advise Contractor of any deficiencies in such policies and endorsements, and such receipt shall not relieve Contractor from, or be deemed a waiver of County's right to insist on strict fulfillment of Contractor's obligations under this Contract.

6.2.7 The insurance policies required by this Contract, except Workers' Compensation, shall name County, its agents, representatives, officers, directors, officials and employees as Additional Insureds.

6.2.8 The policies required hereunder, except Workers' Compensation, shall contain a waiver of transfer of rights of recovery (subrogation) against County, its agents, representatives, officers, directors, officials and employees for any claims arising out of Contractor's work or service.

6.2.9 Commercial General Liability.

Commercial General Liability insurance and, if necessary, Commercial Umbrella insurance with a limit of not less than \$1,000,000 for each occurrence, \$2,000,000 Products/Completed Operations Aggregate, and \$2,000,000 General Aggregate Limit. The policy shall include coverage for bodily injury, broad form property damage, personal injury, products and completed operations and blanket contractual coverage, and shall not contain any provision which would serve to limit third party action over claims. There shall be no endorsement or modification of the CGL limiting the scope of coverage for liability arising from explosion, collapse, or underground property damage.

6.2.10 Automobile Liability.

Commercial/Business Automobile Liability insurance and, if necessary, Commercial Umbrella insurance with a combined single limit for bodily injury and property damage of not less than \$1,000,000 each occurrence with respect to any of the Contractor's owned, hired, and non-owned vehicles assigned to or used in performance of the Contractor's work or services under this Contract.

6.2.11 Workers' Compensation.

6.2.11.1 Workers' Compensation insurance to cover obligations imposed by federal and state statutes having jurisdiction of Contractor's employees engaged in the performance of the work or services under this Contract; and Employer's Liability insurance of not less than \$100,000 for each accident, \$100,000 disease for each employee, and \$500,000 disease policy limit.

6.2.11.2 Contractor waives all rights against County and its agents, officers, directors and employees for recovery of damages to the extent these damages are covered by the Workers' Compensation and Employer's Liability or commercial umbrella liability insurance obtained by Contractor pursuant to this Contract.

6.2.12 Certificates of Insurance.

Prior to commencing work or services under this Contract, Contractor shall have insurance in effect as required by the Contract in the form provided by the County, issued by Contractor's insurer(s), as evidence that policies providing the required coverage, conditions and limits required by this Contract are in full force and effect. Such certificates shall be made available to the County upon 48 hours notice. BY SIGNING THE AGREEMENT PAGE THE CONTRACTOR AGREES TO THIS REQUIREMENT AND UNDERSTANDS THAT FAILURE TO MEET THIS REQUIREMENT WILL RESULT IN CANCELLATION OF THIS CONTRACT.

6.2.12.1 In the event any insurance policy (ies) required by this Contract is (are) written on a "claims made" basis, coverage shall extend for two (2) years past completion and acceptance of Contractor's work or services and as evidenced by annual Certificates of Insurance.

6.2.12.2 If a policy does expire during the life of the Contract, a renewal certificate must be sent to County fifteen (15) days prior to the expiration date.

6.2.13 Cancellation and Expiration Notice.

Insurance required herein shall not be permitted to expire, be canceled, or materially changed without thirty (30) days prior written notice to the County.

6.3 WARRANTY OF SERVICES:

6.3.1 The Contractor warrants that all services provided hereunder will conform to the requirements of the Contract, including all descriptions, specifications, attachments and/or exhibits made a part of this Contract. County's acceptance of services or goods provided by the Contractor shall not relieve the Contractor from its obligations under this warranty.

6.3.2 In addition to its other remedies, County may, at the Contractor's expense, require prompt correction of any services failing to meet the Contractor's warranty herein. Services corrected by the Contractor shall be subject to all the provisions of this Contract in the manner and to the same extent as services originally furnished hereunder.

6.4 PROCUREMENT CARD ORDERING CAPABILITY:

The County may determine to use a MasterCard Procurement Card, to place and make payment for orders under the Contract.

6.5 INTERNET CAPABILITY:

The County intends, at its option, to use the Internet to communicate and/or to place orders under this Contract.

6.6 NOTICES:

All notices given pursuant to the terms of this Contract shall be addressed to:

For County:

Maricopa County
Department of Materials Management
Attn: Director of Purchasing
320 West Lincoln Street
Phoenix, Arizona 85003-2494

For Contractor:

Valley of the Sun YMCA
Attn: ~~Beth Salazar~~ **Matt Sandoval**
350 North 1st Avenue
Phoenix, Arizona 85003
Telephone: ~~602-257-5138~~ **602-212-5122**
Facsimile: ~~602-257-5136~~ **602-926-2529**
Email: ~~bsalazar@vosymca.org~~ **msandoval@vosymca.org**

6.7 TERMINATION FOR CONVENIENCE:

The County reserves the right to terminate the Contract, in whole or in part at any time, when in the best interests of the County without penalty or recourse. Upon receipt of the written notice, the Contractor shall immediately stop all work, as directed in the notice, notify all subcontractors of the effective date of the termination and minimize all further costs to the County. In the event of termination under this paragraph, all documents, data and reports prepared by the Contractor under the Contract shall become the property of and be delivered to the County upon demand. The Contractor shall be entitled to receive just and equitable compensation for work in progress, work completed and materials accepted before the effective date of the termination.

6.8 TERMINATION FOR DEFAULT:

- 6.8.1 In addition to the rights reserved in the Contract, the County may terminate the Contract in whole or in part due to the failure of the Contractor to comply with any term or condition of the Contract, to acquire and maintain all required insurance policies, bonds, licenses and permits, or to make satisfactory progress in performing the Contract. The Procurement Officer shall provide written notice of the termination and the reasons for it to the Contractor.
- 6.8.2 Upon termination under this paragraph, all goods, materials, documents, data and reports prepared by the Contractor under the Contract shall become the property of and be delivered to the County on demand.
- 6.8.3 The County may, upon termination of this Contract, procure, on terms and in the manner that it deems appropriate, materials or services to replace those under this Contract. The Contractor shall be liable to the County for any excess costs incurred by the County in procuring materials or services in substitution for those due from the Contractor.
- 6.8.4 The Contractor shall continue to perform, in accordance with the requirements of the Contract, up to the date of termination, as directed in the termination notice.

6.9 STATUTORY RIGHT OF CANCELLATION FOR CONFLICT OF INTEREST:

Notice is given that pursuant to A.R.S. §38-511 the County may cancel this Contract without penalty or further obligation within three years after execution of the contract, if any person significantly involved in initiating, negotiating, securing, drafting or creating the contract on behalf of the County is at any time while the Contract or any extension of the Contract is in effect, an employee or agent of any other party to the Contract in any capacity or consultant to any other party of the Contract with respect to the subject matter of the Contract. Additionally, pursuant to A.R.S §38-511 the County may recoup any fee or commission paid or due to any person significantly involved in initiating, negotiating, securing, drafting or creating the contract on behalf of the County from any other party to the contract arising as the result of the Contract.

6.10 OFFSET FOR DAMAGES;

In addition to all other remedies at law or equity, the County may offset from any money due to the Contractor any amounts Contractor owes to the County for damages resulting from breach or deficiencies in performance under this contract.

6.11 ADDITIONS/DELETIONS OF SERVICE:

The County reserves the right to add and/or delete products and/or services provided under this Contract. If a requirement is deleted, payment to the Contractor will be reduced proportionately to the amount of service reduced in accordance with the proposal price. If additional services and/or products are required from this Contract, prices for such additions will be negotiated between the Contractor and the County.

6.12 RELATIONSHIPS:

In the performance of the services described herein, the Contractor shall act solely as an independent contractor, and nothing herein or implied herein shall at any time be construed as to create the relationship of employer and employee, partnership, principal and agent, or joint venture between the District and the Contractor.

6.13 SUBCONTRACTING:

The Contractor may not assign this Contract or subcontract to another party for performance of the terms and conditions hereof without the written consent of the County, which shall not be

unreasonably withheld. All correspondence authorizing subcontracting must reference the Proposal Serial Number and identify the job project.

6.14 CONTRACT AMENDMENTS:

All amendments to this Contract shall be in writing and approved/signed by both parties. Maricopa County Materials Management shall be responsible for approving all amendments for Maricopa County.

6.15 RETENTION OF RECORDS:

6.15.1 The Contractor agrees to retain all financial books, records, and other documents relevant to this Contract for five (5) years after final payment or until after the resolution of any audit questions which could be more than five (5) years, whichever is longer. The County, Federal or State auditors and any other persons duly authorized by the Department shall have full access to, and the right to examine, copy and make use of, any and all said materials.

6.15.2 If the Contractor's books, records and other documents relevant to this Contract are not sufficient to support and document that requested services were provided, the Contractor shall reimburse Maricopa County for the services not so adequately supported and documented.

6.16 AUDIT DISALLOWANCES:

If at any time, County determines that a cost for which payment has been made is a disallowed cost, such as overpayment, County shall notify the Contractor in writing of the disallowance. County shall also state the means of correction, which may be but shall not be limited to adjustment of any future claim submitted by the Contractor by the amount of the disallowance, or to require repayment of the disallowed amount by the Contractor.

6.17 ALTERNATIVE DISPUTE RESOLUTION:

6.17.1 After the exhaustion of the administrative remedies provided in the Maricopa County Procurement Code, any contract dispute in this matter is subject to compulsory arbitration. Provided the parties participate in the arbitration in good faith, such arbitration is not binding and the parties are entitled to pursue the matter in state or federal court sitting in Maricopa County for a de novo determination on the law and facts. If the parties cannot agree on an arbitrator, each party will designate an arbitrator and those two arbitrators will agree on a third arbitrator. The three arbitrators will then serve as a panel to consider the arbitration. The parties will be equally responsible for the compensation for the arbitrator(s). The hearing, evidence, and procedure will be in accordance with Rule 74 of the Arizona Rules of Civil Procedure. Within ten (10) days of the completion of the hearing the arbitrator(s) shall:

6.17.1.1 Render a decision;

6.17.1.2 Notify the parties that the exhibits are available for retrieval; and

6.17.1.3 Notify the parties of the decision in writing (a letter to the parties or their counsel shall suffice).

6.17.2 Within ten (10) days of the notice of decision, either party may submit to the arbitrator(s) a proposed form of award or other final disposition, including any form of award for attorneys' fees and costs. Within five (5) days of receipt of the foregoing, the opposing party may file objections. Within ten (10) days of receipt of any objections, the arbitrator(s) shall pass upon the objections and prepare a signed award or other final disposition and mail copies to all parties or their counsel.

6.17.3 Any party which has appeared and participated in good faith in the arbitration proceedings may appeal from the award or other final disposition by filing an action in the state or federal court sitting in Maricopa County within twenty (20) days after date of the award or other final disposition. Unless such action is dismissed for failure to prosecute, such action will make the award or other final disposition of the arbitrator(s) a nullity.

6.18 SEVERABILITY:

The invalidity, in whole or in part, of any provision of this Contract shall not void or affect the validity of any other provision of this Contract.

6.19 RIGHTS IN DATA:

The County shall own have the use of all data and reports resulting from this Contract without additional cost or other restriction except as provided by law. Each party shall supply to the other party, upon request, any available information that is relevant to this Contract and to the performance hereunder.

6.20 INTEGRATION:

This Contract represents the entire and integrated agreement between the parties and supersedes all prior negotiations, proposals, communications, understandings, representations, or agreements, whether oral or written, express or implied.

6.21 VERIFICATION REGARDING COMPLIANCE WITH ARIZONA REVISED STATUTES §41-4401 AND FEDERAL IMMIGRATION LAWS AND REGULATIONS:

6.21.1 By entering into the Contract, the Contractor warrants compliance with the Immigration and Nationality Act (INA using e-verify) and all other federal immigration laws and regulations related to the immigration status of its employees. The contractor shall obtain statements from its subcontractors certifying compliance and shall furnish the statements to the Procurement Officer upon request. These warranties shall remain in effect through the term of the Contract. The Contractor and its subcontractors shall also maintain Employment Eligibility Verification forms (I-9) as required by the Immigration Reform and Control Act of 1986, as amended from time to time, for all employees performing work under the Contract and verify employee compliance using the E-verify system. I-9 forms are available for download at USCIS.GOV.

6.21.2 The County may request verification of compliance for any contractor or subcontractor performing work under the Contract. Should the County suspect or find that the Contractor or any of its subcontractors are not in compliance, the County may pursue any and all remedies allowed by law, including, but not limited to: suspension of work, termination of the Contract for default, and suspension and/or debarment of the Contractor. All costs necessary to verify compliance are the responsibility of the Contractor.

6.22 VERIFICATION REGARDING COMPLIANCE WITH ARIZONA REVISED STATUTES §§35-391.06 AND 35-393.06 BUSINESS RELATIONS WITH SUDAN AND IRAN:

6.22.1 By entering into the Contract, the Contractor certifies it does not have scrutinized business operations in Sudan or Iran. The contractor shall obtain statements from its subcontractors certifying compliance and shall furnish the statements to the Procurement Officer upon request. These warranties shall remain in effect through the term of the Contract.

6.22.2 The County may request verification of compliance for any contractor or subcontractor performing work under the Contract. Should the County suspect or find that the Contractor or any of its subcontractors are not in compliance, the County may pursue any and all remedies allowed by law, including, but not limited to: suspension of work, termination of

the Contract for default, and suspension and/or debarment of the Contractor. All costs necessary to verify compliance are the responsibility of the Contractor.

6.23 CONTRACTOR LICENSE REQUIREMENT:

- 6.23.1 The Respondent shall procure all permits, licenses and pay the charges and fees necessary and incidental to the lawful conduct of his business. The Respondent shall keep fully informed of existing and future Federal, State and Local laws, ordinances, and regulations which in any manner affect the fulfillment of a Contract and shall comply with the same.
- 6.23.2 Respondents furnishing finished products, materials or articles of merchandise that will require installation or attachment as part of the Contract, shall possess any licenses required. A Respondent is not relieved of its obligation to possess the required licenses by subcontracting of the labor portion of the Contract. Respondents are advised to contact the Arizona Registrar of Contractors, Chief of Licensing, at (602) 542-1502 to ascertain licensing requirements for a particular contract. Respondents shall identify which license(s), if any, the Registrar of Contractors requires for performance of the Contract.

6.24 CERTIFICATION REGARDING DEBARMENT AND SUSPENSION

- 6.24.1 The undersigned (authorized official signing for the Contractor) certifies to the best of his or her knowledge and belief, that the Contractor, defined as the primary participant in accordance with 45 CFR Part 76, and its principals:
 - 6.26.1.1 are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal Department or agency;
 - 6.26.1.2 have not within 3-year period preceding this Contract been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
 - 6.26.1.3 are not presently indicted or otherwise criminally or civilly charged by a government entity (Federal, State or local) with commission of any of the offenses enumerated in paragraph (2) of this certification; and
 - 6.26.1.4 have not within a 3-year period preceding this Contract had one or more public transaction (Federal, State or local) terminated for cause of default.
- 6.24.2 Should the Contractor not be able to provide this certification, an explanation as to why should be attached to the Contract.
- 6.24.3 The Contractor agrees to include, without modification, this clause in all lower tier covered transactions (i.e. transactions with subcontractors) and in all solicitations for lower tier covered transactions related to this Contract.

6.25 PRICES:

Contractor warrants that prices extended to County under this Contract are no higher than those paid by any other customer for these or similar services.

6.26 BACKGROUND INVESTIGATIONS:

Background and security investigations, including fingerprinting of vendors staff or volunteers may be required at the discretion of the County as a condition of beginning and continuing work under any Agreement. The cost of background checks is the responsibility of the vendor.

Personnel or volunteers who are allowed to provide services directly to juveniles shall also certify on notarized Department of Public Safety forms whether they have ever committed or have been alleged to have committed any act of sexual abuse of a child, including sexual exploitation and commercial sexual exploitation, or any act of child abuse.

The County retains the right to terminate the contract based on the results of the background checks, the Department of Public Safety form(s), or to have the vendor remove from the worksite any and all employees or volunteers that the County so chooses for any reason

6.27 GOVERNING LAW:

This Contract shall be governed by the laws of the state of Arizona. Venue for any actions or lawsuits involving this Contract will be in Maricopa County Superior Court or in the United States District Court for the District of Arizona, sitting in Phoenix, Arizona

6.28 ORDER OF PRECEDENCE:

In the event of a conflict in the provisions of this Contract and Contractor's license agreement, if applicable, the terms of this Contract shall prevail.

6.29 INCORPORATION OF DOCUMENTS:

The following are to be attached to and made part of this Contract:

6.29.1 Exhibit A, Pricing;

6.29.2 Exhibit B, Scope of Work;

6.29.3 Exhibit C, Materials Management Contractor Travel and Per Diem Policy;

6.29.4 Exhibit D, Program Narrative;

6.29.5 Exhibit E, Implementation - Work Plan;

6.29.6 Exhibit F, Participant Engagement Levels;

6.29.7 Exhibit G, Payment Benchmarks.

6.29.8 Exhibit H, Respondent Budget Narrative, Evening Reporting Center Program.

6.29.9 Exhibit I, Primary Applicant Budget Form.

IN WITNESS WHEREOF, this Contract is executed on the date set forth above.

CONTRACTOR

AUTHORIZED SIGNATURE

PRINTED NAME AND TITLE

ADDRESS

DATE

MARICOPA COUNTY

CHAIRMAN, BOARD OF SUPERVISORS

DATE

ATTESTED:

CLERK OF THE BOARD

DATE

APPROVED AS TO FORM:

DEPUTY MARICOPA COUNTY ATTORNEY

DATE

EXHIBIT A**PRICING**

SERIAL 09009-RFP

NIGP CODE: 95206

RESPONDENT'S NAME:

VALLEY of the SUN YMCA

COUNTY VENDOR NUMBER :

W0000123619

ADDRESS:

350 NORTH 1ST AVENUE
PHEONIX, ARIZONA 85003

TELEPHONE NUMBER:

~~602.257.5138~~ **602-212-5122**

FACSIMILE NUMBER:

~~602.257.5136~~ **602-926-2529**

WEB SITE:

<http://valleymca.org>

CONTACT (REPRESENTATIVE):

~~BETH SALAZAR~~ **MATT SANDOVAL**

REPRESENTATIVE'S E-MAIL ADDRESS:

~~bsalazar@vosymca.org~~ **msandoval@vosymca.org**

PROMPT PAYMENT TERMS ARE NET 30 DAYS

1.0 PRICING:

CLIENT PROGRAM	ESTIMATED NUMBER OF CLIENTS	PRICE PER CLIENT	TOTAL ESTIMATED AMOUNT
1.1 YOUTH DEVELOPMENT	85	\$9,781 \$2,307	\$244,528 \$196,107

EXHIBIT B

SCOPE OF WORK

1.0 BACKGROUND:

- 1.1 As part of its strategic plan, Maricopa County (County) has established a goal to “Ensure safe communities and a streamlined, integrated justice system.” In an effort to realize the goal to ensure safe communities, the County has initiated a community-based crime prevention plan. Local communities with the highest concentrations of adult and juvenile offenders are the focus of the County’s crime reduction efforts. These communities offer the greatest opportunities to prevent crime and delinquency through prevention strategies that address the risks posed by the adult and juvenile offenders, and illustrate the greatest need for community-based programs and services that will break the cycle of crime and delinquency. To take advantage of these opportunities, however, the assets, accomplishments and resiliency of these communities must be recognized and enhanced. The South Mountain Village area subject to this plan represents such a community.
- 1.2 The Juvenile component of the County’s crime prevention plan represents an approach to preventing crime that is both focused and comprehensive. The focus of this solicitation is Phoenix South Mountain Village area with a priority on the following neighborhoods:
 - 1.2.1 Hermoso Park Neighborhood (16th Street to 24th Street; Vineyard Road to Broadway Road)
 - 1.2.2 Lindo Park Neighborhood (19th Avenue to 23rd Avenue; Roeser Road to Southern Avenue)
 - 1.2.3 South Vista Neighborhood (12th Street to 16th Street; Roeser Road to Southern Avenue)
- 1.3 These neighborhoods contain some of Arizona’s highest concentrations of adult and juvenile offenders returning from prison, jail or detention or already in the community under adult or juvenile probation and parole supervision. Though South Mountain neighborhoods already have a number of resources to address risk factors related to juvenile delinquency, many of these programs have limited service hours and focus only on younger youth. Efforts are needed now to increase the service capacity in South Mountain neighborhoods by ensuring program and services are available during the time in which youth and families need them, and by focusing programs and services on older youth, young adults and their families.
- 1.4 The Contractor shall perform all duties, tasks and programs stated in Exhibit B, Attachment D-1, Attachment E, Attachment F, Attachment H, Attachment I and Attachment M. The County reserves the right to add additional contractors, at the County’s sole discretion, in cases where the currently listed contractors are of an insufficient number or skill-set to satisfy the County’s needs or to ensure adequate competition on any project or task order work.

2.0 PROGRAM PURPOSE:

- 2.1 For the purpose of this Contract, the following definitions will be used from The Office of Juvenile Justice and Delinquency Prevention (OJJDP), a component of the Office of Justice Programs, U.S. Department of Justice:
- 2.2 INTERVENTION:
 - 2.2.1 Programs or services that are intended to disrupt the delinquency process and prevent a youth from penetrating further into the juvenile justice system. For this solicitation, target populations include youth that are currently on or have been on Probation or Parole.

- 2.2.2 This program area excludes programs targeted at youth who are non-adjudicated, including youth who are in or have completed Diversion. For this Contract, intervention programs target youth already adjudicated delinquent, on probation, and in corrections.
- 2.2.3 The success of this Contract will rely on community collaboration and on the Contractor's ability to mobilize community members, faith-based and community organizations, schools, law enforcement, businesses and other stakeholders in the South Mountain community to compete against negative influences and reduce the long term cost associated with juvenile delinquency.
- 2.3 The Contractor will work in conjunction with County, state, city and federal agencies, as appropriate, to integrate and align services that support the strategic objective of crime reduction via prevention and intervention programs. In addition, the Contractor is required to establish a working relationship with Maricopa County Juvenile Probation Department

3.0 TARGET POPULATION:

Contractor's program must serve South Mountain Village area male youth between 14-17 years of age who meet one of the following conditions:

- Currently or previously on Parole; and
- Currently or previously on Probation

4.0 USAGE REPORTS, AUDITS AND EVALUATION:

- 4.1 Contractor shall submit a programmatic progress report and financial report for the program on a bi-monthly basis, but collected by organization on monthly basis once contracts are awarded. A final, comprehensive report and a final financial report are due within 30 days following the initial one-year term. Additional details and a template will be provided to awarded agencies. Program audits may be conducted to ensure that funds have been used properly and in strict adherence to the approved proposal.
- 4.2 Maricopa County Crime Prevention Grants are intended to fund evidence-based programs that will result in specific outcomes for the populations served. Therefore, County intends to collaborate with contractors on program evaluation. As a condition of award of a contract, contractors and subcontractors shall maintain and provide to County such data as may be required by County for purposes of evaluation. Contractors and subcontractors shall further agree that authorized agents of County shall have the right to conduct on-site visits for purposes of audit, compliance monitoring and program evaluation. All subcontracts shall include a provision acknowledging the authority of County to conduct such inspections and evaluations.
- 4.3 Contractor agrees to make available upon request to Maricopa County data for a period not to exceed 24 months beyond the evaluation period through a no-cost extension of any contract(s). The availability of this data beyond the evaluation period will enable Maricopa County to perform follow-up analysis.

The County will collaborate with the contractors and their evaluator regarding the details of evaluation. Contractor will work with the County to develop a final evaluation plan. As part of this plan, the County will assist the contractor in developing the final version of the logic model that clearly specifies how the program activities are linked to the boarder goal of referral reduction.

The County will assist the contractor in developing a data collection and data storage plan for these output and outcome measures. The data collection plan will include identification of instruments for the assessment of measures and development of a database. County and contractor will jointly develop a time-line and format for the contractor to report results of the evaluation measurement plan to the County. In addition, the County will assist the contractor in finalizing

Attachment F, Participant Engagement Levels and Program Logic Model. The aforementioned requirements will be completed within 60 days of contract execution.

5.0 INVOICES AND PAYMENTS:

- 5.1 Payment of fixed fees for each client will be contingent upon the successful achievement of specific benchmarks within specific timeframes. Benchmark attainment will be determined via bi-monthly reports. The all-inclusive, fixed fee for each client will cover all Contractor costs. No payments will be made if a client does not achieve an applicable payment benchmark regardless of the services that have been provided or costs incurred. The Contractor will receive payment based on the client's successful achievement of the following benchmarks:

Youth Development Bench Mark	Percentage of Client Fixed Fee
Enrollment	15 %
2 week retention	20%
Graduation	15%
Aftercare	10%
Community Service	10%
Achieving performance objective on ISP	15%
After 3 months, no new criminal charges	5%
After 6 months, no new criminal charges	5%
After 9 months, no new criminal charges	5%

- 5.2 Contractor must have sufficient funds to meet obligations for up to 60 days after award of contract while awaiting reimbursements from County.

- 5.3 The Contractor shall submit two (2) legible copies of their detailed invoice before payment(s) can be made. At a minimum, the invoice must provide the following information:

- Company name, address and contact
- County bill-to name and contact information
- Contract Serial Number
- County purchase order number
- Invoice number and date
- Payment terms
- Date of service or delivery
- Quantity
- Contract Item number(s)
- Description of Purchase (services)
- Total Amount Due

5.3.1 Non-allowable Costs

The following costs are not allowable:

- Indirect/overhead costs exceeding 15% (including administrative allocations)
- Capital construction
- Capital expenditures (those items with a life of one (1) year or more) that exceed \$1,000.00 will require prior approval before purchases

- 5.3.2 If the program is currently in place, Maricopa County Crime Prevention funds must be used to supplement existing funds for program activities and cannot replace, or supplant, other funds that have been appropriated for the same purpose.
- 5.3.3 Maricopa County reserves the right to audit programs. If audited, the agency must be able to prove that funds were not supplanted.
- 5.3.4 Problems regarding billing or invoicing shall be directed to the using agency as listed on the Purchase Order, if applicable.
- 5.3.5 Payment may be made to the Contractor by Accounts Payable through the Maricopa County Vendor Express Payment Program. This is an Electronic Funds Transfer (EFT) process. After Award the Respondent shall fill out an EFT Enrollment form located on the County Department of Finance Website as a fillable PDF document (www.maricopa.gov/finance/).
- 5.3.6 EFT payments to the routing and account numbers designated by the Contractor will include the details on the specific invoices that the payment covers. The Contractor is required to discuss remittance delivery capabilities with their designated financial institution for access to those details.

6.0 TAX:

No tax shall be levied against labor. It is the responsibility of the Contractor to determine any and all taxes and include the same in proposal price.

7.0 ACKNOWLEDGEMENT OF MARICOPA COUNTY FUNDING:

- 7.1 In all circumstances, the following must be displayed on printed materials:

"Preparation of this material/item was funded by Maricopa County Crime Prevention Funds."

- 7.2 When issuing statements, press releases, and other documents describing projects or programs funded in whole or in part with Maricopa County money, all Contractors receiving Maricopa County funds must clearly state:

"This program is funded, in whole or in part, by Maricopa County."

8.0 DELIVERY:

It shall be the Contractor's responsibility to meet the proposed delivery requirements in accordance with this Scope of Work, Attachment D-1, Attachment E, Attachment F, Attachment H, Attachment I and Attachment M. County reserves the right to obtain services on the open market in the event the Contractor fails to make delivery and any price differential will be charged against the Contractor.

9.0 CONTRACTOR TRAVEL:

When, or if, requested and approved, in writing, from the County department for whom services are being provided to perform work that requires overnight accommodations or travel, the Contractor shall be bound and reimbursed by the policies and rates specified in Exhibit C, Contractor Travel and Per Diem Policy. The Contractor shall itemize all per diem and lodging charges and provide receipts for expenses in excess of \$25.00 with the next invoice for services. Non-reimbursable travel costs will not be reimbursed to the Contractor.

EXHIBIT C

CONTRACTOR TRAVEL AND PER DIEM POLICY

1. All contract-related travel shall be prior-approved by County.
2. Travel, lodging and per diem expenses incurred in performance of Maricopa County/Special District (County) contracts shall be reimbursed based on current U.S. General Services Administration (GSA) domestic per diem rates for Phoenix, Arizona. Contractors must access the following internet site to determine rates:

http://www.gsa.gov/Portal/gsa/ep/contentView.do?contentId=17943&contentType=GSA_BASIC
3. Commercial air travel shall be scheduled at the lowest available and/or most direct flight airfare rate at the time of any approved contract-related travel. A fare other than the lowest rate may be used only when seats are not available at the lowest fare or air travel at a higher rate will result in an overall cost savings to the County. Business class airfare is allowed only when there is no lower fare available to meet County needs.
4. Rental vehicles may only be used if such use would result in an overall reduction in the total cost of the trip, not for the personal convenience of the traveler.
 - 4.1 Purchase of comprehensive and collision liability insurance shall be at the expense of the contractor. The County will not reimburse contractor if the contractor chooses to purchase these coverages.
 - 4.2 Rental vehicles are restricted to sub-compact, compact or mid-size sedans unless a larger vehicle is necessary for cost efficiency due to the number of travelers. (NOTE: contractors shall obtain written approval from County prior to rental of a larger vehicle.)
 - 4.3 County will reimburse for parking expenses if free, public parking is not available within a reasonable distance of the place of County business.
 - 4.4 County will reimburse for the lowest rate, long-term uncovered (e.g. covered or enclosed parking will not be reimbursed) airport parking only if it is less expensive than shuttle service to and from the airport.
5. Contractor is responsible for any other miscellaneous personal expenses, as they are included in contractor's lodging and per diem expenses.
6. The County will reimburse any allowable and allocable business expense, excluding health club fees and business class air fares, except as indicated in paragraph 3, above.
7. Travel and per diem expenses shall be capped at 15% of project price unless otherwise specified in individual contracts.

EXHIBIT D

PROGRAM NARRATIVE

Section A – Definition of Needs and Resources

- A1. The need or issue to be addressed in this proposal is the provision of opportunities for South Mountain Village youth to engage in pro-social behavior that promotes education, reduces risk factors, enhances protective factors, identifies and coaches leadership skills, and increases workforce skills.

South Mountain Village in general and the three targeted neighborhoods—Hermoso Park, Lindo Park and South Vista Neighborhood—have some of the highest referrals to the juvenile justice system in Maricopa County. There are some services available for prevention; however, these have been identified as limited in the number of youth that they can serve as well as the ages of the youth served. Lastly, the hours that these resources are available, sometimes do not correspond with the times that youth tend to get into trouble (3 pm to 9 pm).

All published data on the target community shows elevated levels of poverty, lower educational attainment by adults, more single parent households. Also, examining the epidemiological data compiled by the Governor’s Task force (AYS), it shows that this area scored worse on most of the indicators than the state as a whole.

We seek to provide enrichment, essential skills and leadership opportunities for the youth during hours that they need it most. These will be offered free of charge and transportation will be provided, especially after dark.

- A2. Youth residing in all of South Mountain Village will be served, however, focused efforts and priority will be made to recruit youth from Hermoso Park, Lindo Park, and South Vista neighborhoods.

- A3. Our scope of work will focus on intervention programming, as defined in the RFP, serving the following populations:

- Male youth, currently or previously on probation referred by their probation officer, school or parent.
- Male youth currently or previously on parole referred by their parole officer, school or parent.

Using the following focus and implementation strategy, YMCA will serve youth currently on probation, youth exiting the detention center and youth who have previously been on probation.

Risk Factors

- ~~Low neighborhood attachment and community disorganization.~~ **Low basic academic skills**

Protective Factors

- ~~Sense of community~~
- ~~Consistent systems of recognition and reinforcement for pro-social involvement.~~
Increasing self control, self management, and problem solving
- **Promoting familial affection and communication**

The risk and protective factors were chosen carefully to relate closely to the program that the Valley of the Sun YMCA and PSA Art Awakenings will provide at the **Youth Development and Delinquency Prevention Program- Excellence in Reaching the Community Center (ERC)**. All activities will be focused on providing the skills to help youth move in the direction of self pride and productivity. Dinners,

for example, will be prepared by the youth themselves as a teaching mechanism to provide opportunities for involvement in pro-social roles.

A4. The External Team, that assisted in the development of this proposal included:

- ~~○ Guy Penns, Director of the Evening Reporting Center (ERC)~~
- **Ed Hendricks, YMCA Executive Vice President and Chief Financial Development Officer**
 - Future Role: ~~Advisor to Program.~~ **YMCA Vice President who is ultimately responsible for the program**
- ~~○ Beth Salazar, YMCA Vice President of Financial Development~~
- ~~○ Future Role: YMCA Vice President who is ultimately responsible for the program~~
- ~~○ Gustavo McGrew President PSA Art Awakenings~~
- ~~○ Future Role: Advisor and Directs program Arts component~~
- ~~Matt Sandoval—YMCA Director of Programs~~ **Executive Director of Community Initiatives**
 - Future Role: will supervise the program director
- Hon. Margaret Trujillo, MGT Consulting
 - Future Role: will provide consultative services surrounding programming, efficacy, cultural competency and appropriateness.
- ~~Tom Pynn, Pynn and Associates~~
- ~~* Future role: Evaluator~~

The following individuals were consulted during the development of the proposal:

- Ed McLelland—Vice President, SouthWest Behavioral Health Services
 - Future Role: will invite participation from YMCA South Mountain for participation on (Magellan funded) South Mountain Strategic Planning Framework and will serve as a behavioral/mental health service provider for eligible youth.

A5. Young people will be involved in the program planning in two ways; first, they will be actively involved in the daily program activities schedule, and surveyed to ensure that the program is meeting their needs upon completion of the ~~6-8~~ **10** week enrollment period.. Graduates of the initial ~~6-8~~ **10** week enrollment period **may** take on the role of peer leaders and mentors working closely with staff to operate the program. **Graduates demonstrating leadership skills while in the program and wish to further their leadership development will be invited to become peer leaders as part of their aftercare experience.**

A6. The primary effort that is being implemented in the South Mountain Village area is the effort by Southwest Behavioral Health's Magellan funded Strategic Prevention Framework planning and implementation program. This program seeks to change the community risk factors to reduce substance abuse and violence in the target area.

Section B – Goals and Outcome Objectives

Goal. Reduce the incidence of new criminal violations and probation violations among youth who participate in the **Youth Development and Delinquency Prevention Program- Excellence in Reaching the Community Center (ERC).**

- ~~1) Increase youth ability to feel a sense of community by 10 percent by the end of each 6 week cycle.~~
- ~~2) Increase the sense of neighborhood attachment felt by youth by 10 percent by the end of each 6-week cycle.~~
- ~~3) Increase youth opportunities for pro social involvement by 10 percent by the end of each 6 week cycle.~~

- 1) **Increase participants TABE score one full grade level in a subject requiring remediation based on TABE intake**
- 2) **Increase self control, self management, and problem solving as measured by assessments of the 10 skill streaming skills at the ART curriculum.**
- 3) **Promote familial affection and communication as measured by participants' family members participating in at least 4 program events within the first 90 days post**

Section C – Strategies and Approaches

Youth Development and Delinquency Prevention Program- Excellence in Reaching the Community Center (ERC)

~~Evidence-based curriculum~~

The ERC is based, in part, on the research conducted by Dr. Edward Latessa, head of the Department of Criminal Justice at the University of Cincinnati. Dr. Latessa is a nationally recognized expert in the area of crime prevention and reducing recidivism. Dr. Latessa's work is partly based on a large-scale meta-analysis of research about what works with juvenile offenders.¹² Programs working with juvenile offenders need to focus on risk, need, and treatment. These three components are described below.

The Risk Principle states that treatment intervention should be used primarily with higher risk offenders. By matching levels of treatment services to the risk level of the offender, programs have increased their success as measured by program completion and reduced recidivism. One of the studies included in the meta-analysis was conducted in the greater Cincinnati area and revealed that three out of four programs with intensive treatment for low-risk offenders increased the chance of recidivism for its participants. Service providers must identify which of the population has the highest probability of recidivism and provide the most intensive intervention to these youth.

The Need Principle states that criminogenic predictors of crime and recidivism should be targeted. Criminogenic predictors include antisocial/pro-criminal attitudes, values, beliefs, and peers. These predictors manifest as poor self-control, poor problem solving skills, and lack of empathy. History of anti-social behavior, familial factors, and isolation from pro-social others are also included as criminogenic predictors. Noncriminogenic factors, which are often targeted by programs seeking to reduce recidivism include low self-esteem and anxiety. The data for several hundred empirical studies indicate that anti-social attitudes and associations are the strongest predictor of criminal activity and recidivism.

The Treatment Principle states that treatment and services should be behavioral in nature. Programs seeking to reduce recidivism in juvenile offenders should use empirically valid behavior/ social learning and cognitive behavioral services specific to risk level. Interventions for offenders need to provide "...structured social learning programs where new skills are taught, and behavior and attitudes are reinforced. Cognitive behavioral programs target attitudes, values, peers, etc. Family-based interventions should train families on appropriate behavioral techniques."

Dr. Latessa's research also included effectiveness by type of modality as measured reductions in recidivism. Cognitive behavioral interventions were more successful than non-behavioral. Treatment was more successful than criminal sanctions. Community-based settings were more effective in reducing recidivism than institutional settings. The proposed ERC will provide behavioral intervention, treatment approaches, and will be located in the communities where the youth live.

¹ Latessa, Edward J., Barry Glick, and Jennifer Pealer (2005). Revitalizing Louisiana's Juvenile Justice System: A Final Clarification. *Juvenile Justice Update*. 11 (2): 5,11.

² Pealer, Jennifer and Edward J. Latessa (2004). Applying the Principles of Effective Intervention to Juvenile Correctional Programs. *Corrections Today*, December. 2005.

~~The evaluation will use the SAMHSA CSAP Prevention Platform Measures and Instruments that were designed to evaluate community factors important in the measurement of risk and protective factors will be used to measure opportunities for the 3 CSAP core measures of pro social involvement, the sense of community and social disorganization. There are 23 questions which will be used as a pre and post test for the youth in the program.~~

The multifaceted program proposed is community-based and will collaborate directly with the Maricopa County Juvenile Probation. The Valley of the Sun YMCA and ~~PSA Art Awakenings~~ will work directly within the South Mountain Village community, which will make it easier for youth to participate. The YMCA facility that will be used for the program is located in South Phoenix, at 222 E Olympic Dr, Phoenix, AZ 85042, south of Baseline and just east of Central Avenue.

The program will meet the needs of the target group by ensuring that culturally competent staff collaborates closely with participants to imbue a sense of pride in who they are.

~~The Valley of the Sun YMCA, together with PSA Art Awakenings and the Maricopa County Juvenile Probation Department,~~ will open The Youth Development and Delinquency Prevention Program – Excellence in Reaching the Community Center (ERC). The components of the program are:

- Programs are provided by ~~YMCA/PSA staff,~~ program specialists/consultants and community-based organizations
- Services provided 5 days a week, M-F, from 4-9 pm, with transportation home daily. **Summer may be altered to begin at 2pm with the program concluding at 7pm.**
- Services initiated within 24 hours after induction into the program
- ~~A family component will be offered that includes inviting parents to participate in the Parenting program facilitated by Maricopa County Probation Department~~

Juveniles eligible for these services will be:

1. Male juveniles between the ages of 14-17 pending predisposition hearings that would otherwise be detained.
2. Juveniles with an open violation of probation and awaiting a hearing or disposition
3. Juveniles apprehended on a warrant and before the Court regarding the warrant and also pending further delinquency hearings.
4. Juveniles currently on probation or previously on probation referred through their probation officer, school or parent.
5. Juveniles currently or previously on parole referred by their parole officer, school or parent.

Juveniles not eligible for these services

1. Previously charged or current offenders with sexual offenses
2. Previously charged or current violent offenders

The Youth Development and Delinquency Prevention Program – Excellence in Reaching the Community Center (ERC) will bring impacted youth, their families, the larger community, and service providers together to solve community problems, reduce youth risk factors, and increase positive assets. These communities and their youth will benefit from the development of community values. This program will provide a cost effective alternative to detention for juvenile offenders who are having difficulty complying with the terms and conditions of their probation and will act as a source of pro-social stability for youth who have completed their probation period but need additional services to prevent recidivism.

The Youth Development and Delinquency Prevention Program – Excellence in Reaching the Community Center (ERC) program will stress offender accountability and development of competency skills and will target youth who are high-risk wards of the court who would otherwise be detained in juvenile hall for violation of probation, or for committing a new law violation.

~~As needed, and~~ in coordination with the youth's assigned probation or parole officer, the Youth Development and Delinquency Prevention Program – Excellence in Reaching the Community Center (ERC) will provide an educational ~~and life domain~~ assessment **utilizing the TABE (Test for Adult Basic Education)** for each youth, in addition to supervision, programming, and recreation. The program will also work with the youth's family. It will be a highly-structured program providing supervision and group activities during the afternoon and evening hours, which have been identified as the peak hours of delinquency. The program will offer transportation to and from the

center, an evening meal, homework help, organized recreation, creative arts, cultural activities, and ~~life skills~~ **cognitive development.**

Staff will coordinate and remain in contact with the probation officer, parole officer, school or parent who will retain responsibility for the youth while in the program. The following are key program components that will be utilized at the Center. These components were compiled from best practices research on youth development assets, working with juvenile delinquent populations, gang intervention strategies, strength-based approaches, and cognitive/behavioral changes.

YMCA will utilize the following proven effective programs and strategies:

Aggression Replacement Training (ART)

ART is a multimodal psychoeducational intervention designed to alter the behavior of highly aggressive and delinquent youth. The program has demonstrated evidence of effectiveness. The goal of ART® is to reduce aggression and violence among youth by providing opportunities to them to learn pro-social skills, how to control their angry impulses, and take perspectives other than their own. The program incorporates three specific components: Structured Learning Training (SLT), Anger Control Training (ACT), and Moral Reasoning (MR). SLT uses modeling, role-playing, performance feedback, and transfer training to teach pro-social skills. In ACT, participating youths must bring to each session one or more descriptions of recent anger-arousing experiences (hassles), and over the duration of the program they are trained specific skills to better control their angry impulses. MR is designed to enhance youths' sense of fairness and justice in the world and to provide youths with opportunities to discuss their responses to problem situation taking perspectives other than their own that represent a higher level of moral understating.

The program consists of a 10-week, 30-hour intervention administered to groups of 8 to 12 juveniles. Youth attend a one-hour session each week for each of the three components (SLT, ACT, and MR). The program relies on repetitive learning and transfer training techniques to teach participants to control impulsiveness and anger so they can choose to use more appropriate pro-social behaviors. In addition, guided group discussion is used to correct antisocial thinking.

Academic Support and Tutoring

The ERC Program will offer tutoring services to address low academic skills in program youth. As part of intake into the program all youth will be assessed with the Test for Adult Basic Education (TABE). TABE scores will present a grade level baseline assessment for academic skills in reading, writing, or mathematics. During the ten to twelve week program duration, participants testing below grade level will be able to demonstrate an improvement in one grade level in all subject areas. Tutoring components are scheduled into the daily schedule for all youth. Program staff will use the TABE assessment to create a personalized learning plan that will detail academic activities using both print and digital media options for tutoring. Alongside remediation, youth enrolled in high school will also receive assistance with current academic assignments from their school. Youth not enrolled in high school will develop learning plans that will lead to preparations for testing for the GED.

Personal and Cultural Development

Leisure activities that provide challenging, positive growth experiences and opportunities to practice skills learned in a natural environment. The strategy includes a variety of activities that lead to the development of self-reliance and independence. Research elements that make this strategy effective are:

- **Organized leisure activities supervised by a caring adult**
- **A strategy with clear mission and goals**
- **Committed, caring , professional leadership**
- **Youth-center activities in youth accessible facilities**
- **Cultural Competent and diverse programs**
- **Youth ownership and involvement**
- **Positive focus including all youth**
- **Connects to youth and families**

This strategy is integrated into the comprehensive program and reinforces the message of accountability, acquiring skills and other positive assets. Participants are involved in the planning and running of the activities

Specific program information- Exhibit F is attached.

Program Capacity

~~The capacity of the ERC center will be 12 enrolled youth per session or minimum of 85 youth over the contract period. Daily participation will fluctuate and will climb later in the year as additional graduates are eligible to drop in and participate.~~

The capacity of the ERC center will be a maximum service level of 24 youth at one time. Youth enrolling in the program will be placed in cohorts of 8-12 for the purposes of completing the ART program curriculum together. Daily participation will fluctuate as new cohorts of ART begin and are completed. The program will serve 85 youth in the course of the program year.

Staffing

The staffing ratio will be one ~~FTE~~ staff person for every ~~six~~ eight “enrolled” youth. Staffing will be a combination of full-time or part-time employees. One staff will be designated as site supervisor. **Intake and enrollment will be on going for the program, however, all youth will be placed in an 8-12 to person cohort to begin the ART curriculum component. The size of each ART component and the availability of program openings will be dictated by maintaining a maximum enrollment of 24 youth (ratio of 1 staff to 8 youth).**

Program Length

The Youth Development and Delinquency Prevention Program- Excellence in Reaching the Community Center (ERC) is a ~~six~~ ten-week program. A youth may participate for an additional 15-day transition period, as needed. **The purpose of the transition period is to allow all youth to enter and complete a cohort of ART, complete all program components, and develop a persona transition plan following program graduation.** Graduates are encouraged to continue to participate on an occasional or daily basis and are trained to assist in mentoring new youth entering the program.

Hours of Operation

The center will operate Monday through Friday between the hours of 4:00 p.m. to 9:00 p.m. The program ~~will~~ **may** continue to operate through holiday periods, but may have reduced hours or days. **Holidays with modified service hours include: New Years Day, Martin Luther King, Jr Day, Presidents Day, Memorial Day, Fourth of July, Labor Day, Veterans Day, Thanksgiving Day (including the Friday after), Christmas Eve and Christmas Day.** Special activities may occasionally be offered on Saturdays. Summer hours may be adjusted to 2:00 p.m. to 7:00 p.m. **from May 30th to August 12th**

Program Activities

Emphasis at The Youth Development and Delinquency Prevention Program – Excellence in Reaching the Community Center (ERC) will be on building assets in disconnected youth and providing them with structure and positive activities during the times that they are most likely to recidivate.

The proposed schedule of activities is:

Hours	Activity
4:00 to 4:15 pm	Check-in and introductions
4:15 to 5:00 pm	Tutorial—support Educational—assessment, work—readiness—skills Organized Recreation/creative arts (i.e. sports, visual art, music, theatre)
5:00 to 6:00 pm	Meal preparation as skill building and dinner Cognitive Behavioral Intervention Curriculum
6:00 to 7:00 pm	Cognitive Skill Building Curriculum—Meal preparation as skill building and dinner
7:00 to 8:00 pm	Organized Recreation/creative arts (i.e. sports, visual art, music, theatre) Educational support
8:00 to 9:00 pm	Transport youth home

One day per month, youth will be taken on a field trip. Field trips will be educational and/ or cultural in nature - for example trips will include visits to: Art Awakenings Studio, ASU or Maricopa Community Colleges, museums, play/movie, sporting events, open microphone event, court house, hands-on computer lab, job fairs, and work sites.

Organized recreation activities may include volleyball, basketball, fitness exercises, and dancing, based on the capability of the facility. Creative arts may include creation of visual art projects (i.e. mosaic tile products and portable and permanent murals) music, and performing arts. The ERC will emphasize success at school, and will provide assistance to the youth attending by providing an assessment of their basic literacy skills **in reading, writing, and mathematics** and tutoring and help with homework. Numerous evaluations indicate that school-related success is important to the successful completion of probation, and youth who are not properly assessed, placed and attending school are at great risk for failing.

In addition, services, to develop workforce readiness skills will be leveraged through the Project Achieve program funded through the City of Phoenix WIA funds. For eligible youth, case managers will be able to assist in education support, work readiness training, and work experience coordination. Interested youth may also participate in services provided by the College Access Grant, which seeks to provide secondary education support to students with barriers to a college education.

Program activities will also include life skills, including but not limited to independent living skills, as well as meal preparation, employment skills, and substance abuse programming. Guest speakers will be utilized to cover topics about cultural awareness, HIV/AIDS, STD's and sexual responsibility, gang intervention, and conflict resolution.

Parents of participating youth will be required to participate in an orientation session. The purpose of the orientation session is to educate parents about program expectations, rules and responsibilities, as well as program content and resources.

As an additional learning experience, youth will be provided bus tokens to learn how to use public transportation to and from their schools or homes to get to the program daily. All participants will be provided with transportation home after completion of the program.

~~The Youth Development and Delinquency Program—Excellence in Reaching the Community uses the Anger Replacement Training Curriculum which consists of three components: S.L.T Anger Control, and Moral Reasoning. This curriculum is a twelve week program with a Psycho Educational Component, that has been modified to fit the six to eight week program cycle for program participants. The program participants learn the Anger Control Chain Modules to identify the triggers for the anger they experience and the skills to deescalate the identified behavior. The Moral Reasoning curriculum teaches and reinforces the consequences for positive or negative personal and social behaviors. The curriculum has fifty Structured Learning Therapy skills that are reinforced by staff and program mentors daily. The SLT skills comprise fifty social skills from listening to making a decision. The curriculum has fifty Structured Learning Therapy skills that are reinforced by staff and program mentors daily.~~

Aftercare

The **Youth Development and Delinquency Prevention Program- Excellence in Reaching the Community Center (ERC)** will have the following aftercare components:

- Each youth will have a transition plan upon graduation
- Youth will be encouraged to return daily, weekly or whenever they wish to participate in the program activities and receive reinforcement and encouragement of their new skills.
- Program Director and other PSA/YMCA staff continue to have contact with the youth by phone on a weekly basis, which will then be phased to monthly and quarterly
- YMCA Family nights are scheduled monthly and all program graduates are invited attend. **Family support meetings will be held as an optional component for parents every other week for 1hr.**
- Youth who successfully complete the program will “earn” a three month continuation of the family membership to the YMCA that they received upon entering the program
- Service to Community activities will be developed with youth participants and scheduled monthly, with an emphasis on local community beautification projects. All program graduates are invited to attend.

PSA Art Awakenings

As part of the **Youth Development and Delinquency Prevention Program- Excellence in Reaching the Community Center (ERC)**, PSA staff will develop and implement a monthly Service to Community project for

ERC participants. The Service to Community projects will promote youth "ownership" by encouraging program participants to **serve public causes. Projects may include (but are not limited to) activities at the South Mountain Community Garden, Neighborhood clean ups, volunteerism at local events, as well as creating public arts projects made of mosaic tile as well as painted murals and participate in other community beautification projects as identified. The Service to Community activities will also focus on developing community art projects that will be created in and benefit the neighborhoods where program participants live.** ~~create public arts projects made of mosaic tile as well as painted murals and participate in other community beautification projects as identified. The Service to Community activities will also focus on developing community art projects that will be created in and benefit the neighborhoods where program participants live. Family and community members will also be encouraged to participate in service to community projects. Art Awakenings employs Mr. Martin Moreno, a nationally recognized muralist, will consult and assist in supervision PSA staff position Art & Activities Director hired for the program well as program participants to develop and render the public art pieces that will serve as the core projects for the service to community activities.~~

~~PSA Art Awakenings will also provide an approach to youth involvement in the arts program that includes clear, simple rules and guidelines for all its components; demonstrates how youth involvement will be provided in the design process and final outcome of these rules/guidelines to help ensure program success.~~

~~PSA will design jointly with the South Phoenix target population and the Valley of the Sun YMCA monitoring and reporting systems that track the youth's progress (e.g., maintain portfolios collections of youth's work that illustrate skills and knowledge gained) and that are completed by both the youth and their supervisors on a regular basis.~~

Section D. – Implementation Plan –Attachment H has been revised and attached

1. Assuming a August 1, **2010** ~~2009~~ start date, contingent upon Board of Supervisor approval, please provide an updated work plan with specific dates.

The Work Plan appears on the next page.

2. Please specify who in your organization will have overall responsibility for the process and outcome evaluation?

~~Thomas Pynn~~ **Our current evaluator of the ERC program in Glendale Xavier Morales, DRX Enterprises and evaluator associates** will continue to evaluate the program at the South Mountain site.

Section D. Implementation Plan

Process Objectives	Activities	Person Responsible	Date Activity Will Be Completed & Timeline	Support Documentation
Train staff on all program activities	Review training materials & Train New staff	Program Center Director	Aug. 15, 2009	Training agenda and Training calendar
	Schedule training	Program Center Director, Program and Art Coordinator	Aug. 1-31, 2009	Training calendar
	Conduct training	Program Center Director & Art Coordinator	Aug. 1-31, 2009	Training agendas Sign-in sheets
Train staff on data collection activities	Review training materials	Thomas Pynn, Evaluator	Aug 1, 2009	Training agenda, materials
	Schedule training	Thomas Pynn Evaluator	Aug 1-31, 2009	Training calendar
	Conduct training	Thomas Pynn Evaluator	Aug 1-31, 2009	Sign-in Sheet
Recruit program participants	Develop recruitment plan & begin recruiting youth through probation and the community	Evening Center Director, Behavioral Health Technician	Aug 1-15, 2009	Completed initial recruitment Plan, recruitment will be ongoing
	Update recruitment materials	Program Center Director, Program & Art Coordinator	Aug 1-15, 2009	Completed recruitment materials
	Begin recruitment	Program Center Director, Program & Art Coordinator	Begins Aug 1 and continues each week with goal of having all slots filled	Recruitment tracking
Provide Evening Reporting Center programs	Follow-up with potential recruits	Program Center Director	Recruitment will be ongoing and follow up on referrals to enroll will be continuous	Recruitment tracking instruments
	Schedule intake sessions	Program Center Director & Program & Art Coordinator	Ongoing	Recruitment tracking instruments
	Schedule start date for newly enrolling participants	Program Center Director	Aug 1 and then ongoing to fill available slots	Session rosters Daily attendance logs
	Transfer data to Evaluator	Program Center Director	One week from completion of each session	Data files

*** Within 30 days of contract execution an Implementation Plan will be developed and submitted to Maricopa County.**

Section E – Collaboration and Organizational Capacity

E1. YMCA Experience and PSA Behavioral Health Experience in providing similar programs.

The Las Artes de Maricopa founded in 2007 and the Evening Reporting Center, established in 2007, are two programs that provide evidence of the propensity for this proposal's success. The YMCA and PSA Art Awakenings collaborate on both of these projects to deliver services to hard to serve youth.

Las Artes de Maricopa Las Artes de Maricopa County provides high school diploma, alternative education (GED) and work readiness opportunities (via art and entrepreneurial components) to youth, aged 16-21) who are disconnected from the traditional education system. The program serves a minimum of 75 youth per year. The overall program objectives include: program retention and completion, returning to high school or General Equivalency Diploma (GED) attainment, employment, post-secondary education, and/or advanced training. The approach includes secondary education, adult basic education, work readiness, entrepreneurial opportunity, development of partnerships and community collaboration, support services for basic needs, pre and post assessment, and pre-determined, and accountable modes of evaluation.

Additional elements available through Las Artes include:

- Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies;
- Alternative secondary school offerings;
- Summer employment opportunities directly linked to academic and occupational learning;
- Paid and unpaid work experiences, including internships and job shadowing;
- Occupational skill training in demand occupations;
- Leadership development opportunities, which may include such activities as positive social behavior and soft skills, decision-making, and teamwork;
- Supportive services;
- Comprehensive counseling as appropriate to meet the needs of the individual youth; and
- Follow-up services.

The Evening Reporting Center (ERC) is an alternative to detention program that brings impacted youth, their families, the larger community, and service providers together to solve community problems, reduce youth risk factors, and increase positive assets. These communities and their youth benefit from the development of community values through the provision of cost effective alternatives to detention for juvenile offenders who are having difficulty complying with the terms and conditions of their probation. The ERC program stresses offender accountability and development of competency skills and targets youth who are high-risk wards of the court who would otherwise be detained in juvenile hall for violation of probation, or for committing a new law violation.

As needed, and in coordination with the youth's assigned probation officer, the ERC provides an educational and life domain assessment for each youth, in addition to supervision, programming, and recreation. The ERC also works with the youth's family. The ERC is a highly-structured program providing supervision and group activities during the afternoon and evening hours, which have been identified as the peak hours of delinquency. The program offers transportation to and from the center, an evening meal, homework help, organized recreation, creative arts, cultural activities, and life skills.

Staff coordinates and remains in contact with the probation officer, who retains responsibility for the youth while in the program. The following key program components are compiled from best practices research on youth development assets, working with juvenile delinquent populations, gang intervention strategies, strength-based approaches, and cognitive/behavioral changes.

The ERC's stated goal is to reduce the incidence of new criminal violations and probation violations among youth who participate in the YMCA Evening Reporting Center.

Other Relevant YMCA Programming:

YMCA Achievers: This program, operating in Phoenix since 1994, exposes students in grades 7 through 12 to diverse career and college opportunities, positive role models, and academic support. The YMCA Achiever's Objective is to prepare students for successful adulthood through activities that build academic, social and leadership skills. A desire to attend college is a condition of participation. Students participate in career clusters, tutoring sessions, mentoring, college tours, cultural events, community projects and leadership activities. There are currently over 200 students participating in the YMCA Achievers program.

i-Learn: Assists students ages 21 and younger a flexible way to earn a high school diploma.

P.R.Y.D.E. Program: This program is an intervention program that serves youth between the ages of 8 and 17 who have exhibited or engaged in delinquent behavior. Program participants are serviced through an eight hour life skills class which skill development in the areas of communication, problem solving, and social skills as well as education in drugs, goal setting, and juvenile laws are the focus.

Project Achieve: Funded through the Workforce Investment Act (WIA), provides educational and work readiness training to youth ages 14-21 in the City of Phoenix.

2.2 History of YMCA in managing collaborating groups. (5.12.3.2) Both Las Artes and the ERC are examples of successful YMCA collaboration with other agencies (i.e. County Probation, PSA Behavioral Health, contracted artists). As can be seen above, both programs are proceeding as designed and achieving/exceeding stated outcomes. The Memorandum of Agreement between the YMCA and PSA ~~Art Awakenings for Las Artes is included in the attachments as an example of how the collaborative partnership is defined.~~

~~2.3 Evidence of Demonstrated Past Success of collaborative partner (5.12.3.3) PSA Art Awakenings (a unit of PSA Behavioral Health Agency) is a leading provider of art based therapy/education for hard to serve populations. The empowering elements of art creation, PSA has discovered, provides a high interest environment where learning occurs. The demonstrated past success we would point to is the Las Artes program that PSA Art Awakenings operates for the YMCA in Glendale. As shown above, the program is meeting and exceeding all WIA performance measures.~~

E2. ~~YMCA and PSA~~ Duties and Responsibilities for Program Implementation.

The YMCA will be the primary manager and will serve as the fiscal agent for this program. ~~PSA Staff~~ will manage the art based programming including negotiating the public art installations. ~~Each organization's contribution to this initiative is covered in a standing Memorandum of Agreement (next page) that has guided the partnership with Las Artes and also the Evening Reporting Center.~~

Specifically, the YMCA will:

- Provide and manage the YMCA facilities made available to the program
- Recruit and manage the program staff
- Serve as the fiscal agent
- Provide insurance coverage
- Develop and manage wellness, physical fitness, culinary arts and electronic/computer technology workshops.
- Develop and manage leadership and workforce skills building.
- Track student attendance, progress and graduation ceremonies
- Fulfill reporting requirements for project to Maricopa County.

~~PSA/AA will:~~

- Develop community art projects and activities through which to engage youth
- Coordinate and/or offer structured activities/workshops in areas such as drawing, painting, special crafts such as mosaic murals, and mixed media and that are generally artistic in nature.
- ~~○ Develop and manage, as appropriate, expressive art groups (art, poetry, storytelling, creative writing, movement, music and drama) with a focus on building self esteem and wellness management skills.~~
- ~~○ Customized programming will be offered that meets the cultural needs of this diverse population.~~

~~○ PSA/AA staff members will assist in management and coordination of all program activities.~~

~~E.3. The YMCA and PSA/AA have been formally collaborating since 2007. The MOU is attached that shows evidence of this history.~~

~~E.4. The signed MOU is provided on the next page.~~

Section F. – Evaluation

The evaluation will measure both program processes and outcomes. The process evaluation will examine.

- 1. Number of referrals received by the program,**
- 2. Number of youth enrolled in program**
- 3. Participant demographic information**
- 4. Daily attendance to the program**
- 5. Youth participation and attendance in different program components**
- 6. Activities/Sessions completed by participants**
- 7. Frequency of activities**
- 8. Parents who participate in programming**
- 9. Number of pretest, posttest and satisfaction surveys completed**
- 10. Number of hours youth spend in non-mandatory (outside of ERC Programming) prosocial activities made available by YMCA**
- 11. Number of participants who recidivate**
- 12. Number of trainings for staff**

Number of family members participating in at least 3 program events within the first 60 days post enrollment

Plan for evaluating the process objectives

Data for evaluating the process objectives will consist of outreach tracking forms, course syllabi, class sign-in sheets and participant satisfaction surveys. Program staff members will provide course syllabi prior to the start of each course as documentation of preparation for the provision of evening reporting center education activities. Sign-in sheets will be collected for each session, and a copy provided to the program evaluator. A participant satisfaction survey will be completed by each course participant at the completion of each Evening Reporting Center session.

Process data, except for outreach tracking forms, will be transferred to the Evaluator after each six-eight week session. Outreach tracking forms will be constructed as electronic forms using Adobe Acrobat, and the data will be e-mailed to an e-mail address maintained by the Evaluator for this purpose. Data will be analyzed at least quarterly using programs written in SPSS syntax.

Data collection and storage. Data for each participant will be collected on a variety of socio-demographic variables, police records on juvenile complaints and data regarding the number of predisposition youth who are detained from the targeted zip codes.

The Evening Center Director will be responsible for the collection of data. He or she will be trained by the Evaluator. Records will be reviewed by the Evaluator, who will then meet with the Center Director to discuss any changes in procedures needed to insure quality.

A codebook will be developed to insure that each data item is clearly understood by the data collection staff. The Evaluator will meet with staff at the beginning of the project to provide training in the data to be collected, as well as the use of the codebook.

Analysis. Data will be analyzed at least quarterly using programs written in SPSS syntax. Initial analysis will emphasize assessing achievement of process objectives. After the initial analysis, the Evaluator will discuss the data with the Evening Reporting Center staff and develop an interpretation of the data and findings. The findings will be presented in accessible formats using graphics, and specifically address whether or not process objectives are being met, and may include recommendations for addressing obstacles to service delivery or improving program processes. Quarterly findings will be presented to staff, and a written report describing the findings will be presented to the Evening Reporting Center Director at that time.

Outcomes analysis

A pre and post test will be implemented using SAMHSA CSAP Prevention Platform Measures and Instruments that were designed to evaluate community factors important in the measurement of risk and protective factors. Three CSAP core measures will be used; pro social involvement, sense of community and social disorganization. There are a total of 23 questions which will be used as a pre and post test for the youth in the program.

The instruments that will be used are attached at the end of this proposal.

The outcome evaluation will examine short and medium term outcomes. The short term outcomes are those that are accomplished during the program period and focused on acquired knowledge, new skills or changed attitudes, while the medium term outcomes will focus on a snapshot taken at the six month mark after “graduation” including measuring recidivism.

Short Term Outcomes:

- 1) Increase participants TABE score one full grade level in a subject requiring remediation based on TABE intake
- 2) Increase self control, self-management, and problem solving as measured by assessments of the 10 skill streaming skills in the ART curriculum³

Short Term Process Objectives

1. Hours receiving tutoring in core academic subject areas
2. Completion of Aggression Replacement Therapy Curriculum
3. Family access/participation levels
4. Participation in community service projects
5. Increased opportunities for receiving positive attention and regards for prosocial accomplishments
6. Number of awards for youth and/or their families for accomplishments
7. Number of different youth/families receiving awards
8. Promote familial affection and communication as measured by participants’ family members participating in at least 4 program events within the first 90 days post enrollment.

Medium Term Outcomes

1. No new criminal charges after six months
2. No new criminal charges after nine months
3. No new criminal charges after twelve months

Medium Term Process Objectives

1. Number of youth who have enrolled in school/obtained full time employment
2. Number of youth who continue to access ERC/YMCA programs after graduation
3. Number of youth who volunteer to help ERC youth as “program counselors.”
4. Number of families who do not have children or parents who have further contact with the justice system
5. Number of youth who have not become teen parents

Academic Program Analysis

During Intake students will be assessed for grade level proficient utilizing the TABE locator test. As recommended by CTB/McGraw-Hill, YMCA will utilize the following combinations in designing a pre- and post-test program with TABE:

Pre-Test	Post-Test
TABE 7	TABE 8
TABE 8	TABE 7
TABE 9	TABE 10
TABE 10	TABE 9

In each of these recommend pre- and post-test combinations, the program will assess youth academic skills with different forms of TABE that are on the same scale. At the completion of the program youth will be assessed again, with different versions of the TABE test, to measure gains.

³ Methodology for individual assessment and ART program evaluation will be determined after the ART curriculum training and will be agreed to by Maricopa County and YMCA staff

Data to be used.

Data regarding criminal violations and probation violations will be collected from the Maricopa County Juvenile Probation Department. At the beginning of the first session of each course (6-8 week program enrollment), program staff members will administer a pre-test for all participants. Administering the test will consist of providing the data collection instrument and writing instruments, answering questions, or providing information necessary for participants to complete the data collection instrument. When all of the participants have completed the instrument, the staff member will provide one of the participants with a manila envelope. The manila envelope will be marked with the date, the service location, the letters "PRE" and the staff member's name. The participant will collect the instruments from the other participants, put the instruments in the envelope, initial the envelope and seal the envelope. The envelope will be stored in a locked cabinet until it is transferred to the evaluation director. The same procedure will be used to collect and submit data from the post-test and participant satisfaction instrument. Post-tests and participant satisfaction instruments will be administered at the end of the final class of a course and placed in a single envelope marked as the envelope for the pre-tests, except that the letters "POST" will be substituted for "PRE" on the envelope.

Outcome Evaluation

<i>SITE/PROGRAM</i>	<i>EVALUATION QUESTION(S)</i>	<i>EVALUATION MEASURES/VARIABLES</i>	<i>EVALUATION METHODOLOGY</i>	<i>ANALYSIS PROCEDURES</i>
<p>The Youth Development and Delinquency Prevention Program—Excellence in Reaching the Community Center (ERC)</p>	<p>Participation in the Youth Development and Delinquency Prevention Program—Excellence in Reaching the Community Center (ERC) does not decrease the percent of youth with no new criminal violations within 6 months of program completion</p>	<p>Data from the Maricopa County Juvenile Probation Department:</p> <p>Number of youth on probation or parole completing the program with new criminal violations</p>	<p>Data will be collected at 6 month intervals for the youth who have completed the Center Program</p>	<p>Basic analysis will consist of assessing the number of youth completing the program who have new criminal violations within 6 months of completing each session</p>
	<p>Participation in the Youth Development and Delinquency Prevention Program—Excellence in Reaching the Community Center (ERC) does not increase the percent of youth with probation violations within 6 months of</p>	<p>Data from the Maricopa County Juvenile Probation Department:</p> <p>Number of youth completing the program with no probation or parole violations</p>	<p>Data will be collected at 6 month intervals for the youth who have completed the Evening Reporting Center Program</p>	<p>Basic analysis will consist of assessing the number of youth completing the program who have probation violations within 6 months of completing each session</p>

	program completion			
	<p>Participation in the the Youth Development and Delinquency Prevention Program— Excellence in Reaching the Community Center (ERC)does not affect the sense of community, opportunities for pro-social involvement, and neighborhood attachment of participants</p>	<p>Instrument response items assessing this variable:</p> <p>Sense of community:</p> <ol style="list-style-type: none"> 1. I think my [block] is a good place to live. 2. People on this [block] do not share the same values. 3. My [neighbors] and I want the same things from the [block]. 4. I can recognize most of the people who live on my [block]. 5. I feel at home on this [block]. 6. Very few of my [neighbors] know me. 7. I care about what my [neighbors] think of my actions. 8. I have no influence over what this [block] is like. 9. If there is a problem on this [block] people who live here can get it solved. 10. It is very important to me to live on this particular [block]. 11. People on this [block] generally don't get along with each other. 12. I expect to live on this [block] for a long time. <p>Opportunities for pro-social involvement</p> <ol style="list-style-type: none"> 1. There are lots of adults in my neighborhood I could talk to about something important. 2. Which of the following activities for people your age are available in your community? Sports teams 3. Which of the following activities for people your age are available in your community? Scouting 4. Which of the following activities for people your age are available in your community? Boys and Girls Clubs 5. Which of the following activities for people your age are available in your community? 4 H Clubs 6. Which of the following activities for people your age are available in your community? Service Clubs <p>Neighborhood attachment</p> <ol style="list-style-type: none"> 1. I'd like to get out of my neighborhood. 2. I like my neighborhood. 3. If I had to move, I would miss the neighborhood I now live in. 	<p>Pre Post test. Pre test collected at the start of each individual session. Post test collected at the end of individual sessions. Data will be collected at six month intervals, analyzed and reported to the program staff on a quarterly basis.</p>	<p>Basic analysis will be to assess changes in matched pre post test scores. As the size of the sample grows, the analysis will include use of t-tests to compare changes in mean test scores and analysis of variance to compare changes in mean test scores between sample subgroups.</p>

SITE/ PROGRAM	EVALUTION QUESTION(s)	EVALUATION MEASURES/ VARIABLES	EVALUATION METHODOLOGY	ANALYSIS PROCEDURES
Aggression Replacement Training (ART) ⁴	Is the participant better equipped to defuse charged emotions in anger producing situations?	<ul style="list-style-type: none"> • 10 skills taught over the 10 week course. 	ART evaluation tool is used at the end of each session that measures skills acquired as a direct result of the session.	<p>Measure percent of youth reporting increased skill.</p> <p>Group facilitator reporting engagement level of youth.</p> <p>Track number of youth exhibiting increased skills along with level of engagement at individual level and also in aggregate.</p>
	Is the participant better able to identify and manage internal and external triggers that cause them to become aggressive/angry?	<ul style="list-style-type: none"> • Youth has increased knowledge of and skills to navigate: <ul style="list-style-type: none"> ○ Antecedents ○ Behavior, and Consequences 	ART evaluation tool is used at the end of each session that measures increases in knowledge as a direct result of the session.	<p>Measure percent of youth reporting increased knowledge.</p> <p>Group facilitator reporting engagement level of youth.</p> <p>Track number of youth exhibiting increased knowledge along with level of engagement at individual level and also in aggregate.</p>
	Is the participant better equipped to use pro-social skills to mitigate and manage aggressive and violent behavior?	10 components taught over the 10 week course.	ART evaluation tool is used at the end of each session to measure skills acquired as a direct result of the session.	<p>Measure percent of youth reporting acquired skills.</p> <p>Group facilitator reporting engagement level of youth.</p> <p>Track number of youth exhibiting acquired skills along with level of engagement at individual level and also in aggregate.</p>
Education ⁵	How effective has the program been in increasing basic academic skills among adjudicated males?	Grade level increase in basic academic skills	Pre and Posttest program using TABE as recommended by CTB/McGraw-Hill	<ul style="list-style-type: none"> • Analysis is broken down by individual participant • Effectiveness of intervention by participant • Performance assessment

⁴ Methodology for individual assessment and ART program evaluation will be determined after the ART curriculum training and will be agreed to by Maricopa County and YMCA staff

⁵ Methodology for TABE assessment and Education program evaluation will be determined after further discussion and will be agreed upon by Maricopa County and YMCA staff

**CSAP BEST PRACTICE
EVALUATION INSTRUMENTS
EXCELLENCE IN REACHING THE COMMUNITY CENTER**

Measure: Sense of Community Index – (CSAP Core Measure/CMIR43)

Description: Sense of Community Index (SCI)

Target Population: Urban populations of all ages.

Construct(s): Sense of Community

Mode of Administration: Pencil and paper self report

Number of Items: 12

Respondent: Self

Burden Estimate (hours): Nominal

Available languages: English and Spanish

Reliability: Reported reliability by Pretty, et al. (1994): Two separate studies were reported, one giving the index of a reliability coefficient of .72 and the other giving it a reliability coefficient of .78.

Validity: Not Available

Source: <http://www.eapablecommunity.com/pubs/SCIndex.PDF>

Measure Questions

There are 12 question(s) in this measure.

1. I think my [block] is a good place to live.
2. People on this [block] do not share the same values.
3. My [neighbors] and I want the same things from the [block].
4. I can recognize most of the people who live on my [block].
5. I feel at home on this [block].
6. Very few of my [neighbors] know me.
7. I care about what my [neighbors] think of my actions.
8. I have no influence over what this [block] is like.
9. If there is a problem on this [block] people who live here can get it solved.
10. It is very important to me to live on this particular [block].
11. People on this [block] generally don't get along with each other.
12. I expect to live on this [block] for a long time.

Measure: Student Survey of Risk and Protective Factors--Neighborhood Attachment (CSAP Core Measure)
Description: Three questions regarding individual attachment to neighborhood
Target Population: General population of students in grades 6, 8, 10 and 12
Construct(s): Neighborhood Attachment
Mode of Administration: Pencil and paper self report
Number of Items: 3
Respondent: Self
Burden Estimate (hours): Unknown
Available languages: English and Spanish
Reliability: Not available
Validity: Correlations between .25 and .45 with measures of ATOD use and other antisocial behavior.
Source: Social Development Research Group University of Washington 9725 3rd Ave. NE, Suite 401 Seattle, WA 98115 2024 206 685 3858 marthur@u.washington.edu http://depts.washington.edu/sdrg/
Measure Questions
There are 3 question(s) in this measure.
1. — I'd like to get out of my neighborhood.
2. — I like my neighborhood.
3. — If I had to move, I would miss the neighborhood I now live in.

Measure: Student Survey of Risk and Protective Factors--Opportunities for Pro-social Involvement (CSAP Core Measure)

Description: Six questions regarding opportunities for pro-social involvement in community

Target Population: General population of students in grades 6, 8, 10, and 12

Construct(s): Youth Participation

Mode of Administration: Pencil and paper self-report

Number of Items: 6

Respondent: Self

Burden Estimate (hours): Unknown

Available languages: English and Spanish

Reliability: Not available

Validity: Significant, but fairly weak relationship with ATOD outcomes

Source: Social Development Research Group University of Washington 9725 3rd Ave. NE, Suite 401 Seattle, WA 98115 2024 206 685 3858 marthur@u.washington.edu <http://depts.washington.edu/sdrg/>

Measure Questions

There are 6 question(s) in this measure.

1. — There are lots of adults in my neighborhood I could talk to about something important.
2. — Which of the following activities for people your age are available in your community? e.g. Sports teams
3. — Which of the following activities for people your age are available in your community? e.g. Scouting
4. — Which of the following activities for people your age are available in your community? e.g. YMCA, Boys and Girls Clubs
5. — Which of the following activities for people your age are available in your community? e.g. 4 H Clubs, YMCA
6. — Which of the following activities for people your age are available in your community? e.g. Service Clubs

EXHIBIT E

IMPLEMENTATION/WORK PLAN

Attachment H—Workplan/Implementation

Process Objectives	Activities	Person Responsible	Date Activity Will Be Completed & Timeline	Support Documentation
Train staff on all program activities	Train New staff	Guy Penns Evening Center Director, Art and Behavioral Health Technician	August 15, 2009	Training agenda and Training calendar
	Schedule training	Evening Center Director, Behavioral Health Technician	August 1-31, 2009	Training calendar
	Conduct training	Evening Center Director, Behavioral Health Technician	August 1-31, 2009	Training agendas Sign in sheets
Train staff on data collection activities	Review training materials	Thomas Pynn, Evaluator	August 1, 2009	Training agenda, materials
	Schedule training	Thomas Pynn Evaluator	August 1-31, 2009	Training calendar
	Conduct training	Thomas Pynn Evaluator	August 1-31 2009	Sign in Sheet
Recruit program participants	Develop recruitment plan & begin recruiting youth through probation and the community	Evening Center Director, Behavioral Health Technician	August 1-15, 2009	Completed recruitment Plan
	Update recruitment materials	Program Center Director, Behavioral Health Technician	August 1-15, 2009	Completed recruitment materials
	Begin recruitment	Program Center Director, Behavioral Health Technician	Begins August 1 and continues each week with goal of having all slots filled	Recruitment tracking logs
Provide Evening Reporting Center programs	Follow up with potential recruits	Program Center Director	Recruitment will be ongoing and follow up to enroll will be continuous	Recruitment tracking instruments
	Schedule intake sessions	Program Center Director	Ongoing	Recruitment tracking instruments
	Schedule start date for newly enrolling participants	Program Center Director	Ongoing as slots are open	Session rosters
	Transfer data to Evaluator	Program Center Director	One week from completion of each session	Data files

EXHIBIT F

PARTICIPANT ENGAGEMENT LEVELS AND OUTCOMES

Objective	Strategy/Program	Frequency/ Length/ Schedule	Number Participant s	Beginning Date /End Date	Outcomes	How will we measure?
<p>1. Participation in the YMCA Evening Reporting Program increases the percent of youth with no new criminal violations within 3/6/9 months of program completion</p> <p>2. Participation in the YMCA Evening Reporting Program decreases the percent of youth with probation violations within 3/6/9 months of program completion</p> <p>3. Participation in the YMCA Evening Reporting</p>	<p>Life Skills Development</p> <p>1. Academic Supports Tutoring Homework Assistance</p> <p>2. Peer/Individual Supports/Activities Groups Hot Topics Guest Speakers Career Exploration Job Shadowing Camp Leadership Mentoring</p> <p>3. Arts Music Studio Mosaics Painting/Murals Percussion Urban Dance</p> <p>4. Teen Center</p> <p>5. Field Trips One Friday per month, youth will be</p>	<p>Daily—3-60 minutes</p> <p>Daily—two hours of group and individualized programming (depending on the youth's program level) will occur that incorporates individual supports, arts activities, access to Teen Center computer lab exercises, physical fitness and leadership activities.</p> <p>Returning graduates will assist leading the programming during these two hours.</p>	<p>All youth ages 14 through 18.</p> <p>Minimum of 85 youth.</p>	<p>The ERC is a six-week program. A youth may participate for an additional 15-day transition period, as needed.</p>	<p>For youth who have prior referrals for substance abuse, 50% will not be arrested for new substance abuse incidences during the first six months of the program.</p> <p>For youth who do not have prior referrals for substance abuse, 80% will not be arrested for substance abuse incidences during the first six months of the program.</p> <p>For youth who have prior referrals for violence, 50% will not be arrested for new substance abuse incidences during the first six months in the program</p> <p>For students who do not have prior referrals for substance abuse, 80% will not be arrested for</p>	<p>Juvenile Probation Records</p> <p>Court Records</p> <p>Drug tests will be required twice each week.</p> <p>Program Enrollment Records</p> <p>Satisfaction surveys (Youth and parents)</p> <p>Pre-Post-test. Pre-test collected at the start of each session. Post-test collected at the end of the final session. Data will be collected at six-month intervals, analyzed and reported to the program staff on a quarterly basis.</p> <p>3 basic best practice measures will be used:</p> <p>1. Sense of Community Index - (CSAP Core Measure/CMIR43)</p> <p>2. Student Survey of Risk</p>

<p>Program increases the sense of community, opportunities for pro-social involvement, and neighborhood attachment of participants at 3/6/9 months</p>	<p>taken on a field trip. Field trips will be educational and/ or cultural in nature - for example trips will include visits to: Art Awakenings Studio, ASU or Maricopa Community Colleges, museums, play/movie, open microphone event, court house, hands-on computer lab, job fairs, and work sites.</p> <p>6. Physical Fitness Capoeira Kickboxing Yoga</p> <p>7. Skill Building Sports Clinics Computer Builders Low Ropes Culinary Arts</p> <p>8. Leadership Program</p> <p>9. Community service</p> <p>10. Eligible for other YMCA workforce programs</p>				<p>violence incidences during the first six months of the program.</p>	<p>and Protective Factors-- Neighborhood Attachment (CSAP Core Measure)</p> <p>3. Measure: Student Survey of Risk and Protective Factors--Opportunities for Pro-social Involvement (CSAP Core Measure)</p>
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EXHIBIT G

PROPOSED BENCHMARK

PAYMENT BENCHMARKS WORKSHEET						09009-RFP
YOUTH DEVELOPMENT						-
Bench Mark	% of Client Fixed Fee	Number of Participants expected to reach this Benchmark	Payment per Individual achieving this Benchmark	Maximum Benchmark Earnings Potential	Earnings Potential	What documentation will be used to demonstrate the benchmark?
Enrollment	15%	85	\$ 431.52	\$36,679.20	\$ 36,679.20	enrollment records
2wk retention	20%	75	\$ 652.07	\$48,905.60	\$ 48,905.25	daily attendance records
Graduation	15%	70	\$ 523.99	\$36,679.20	\$ 36,679.30	daily attendance records
Aftercare	10%	60	\$ 407.55	\$24,452.80	\$ 24,453.00	daily attendance records
Community Service*	10%	63	\$ 388.14	\$24,452.80	\$ 24,452.82	daily attendance records
Achieving performance objectives	15%	60	\$ 611.32	\$36,679.20	\$ 36,679.20	survey results-evaluator
After 3 months, no new criminal charges	5%	41	\$ 298.21	\$12,226.40	\$ 12,226.64	probation info-evaluator
After 6 months, no new criminal charges	5%	26	\$ 470.25	\$12,226.40	\$ 12,226.50	probation info-evaluator
After 9 months, no new criminal charges	5%	8	\$ 1,528.30	\$12,226.40	\$ 12,226.40	probation info-evaluator
Amount requested	\$244,528	Maximum payment benchmark if all goals met=			\$244,528.28	

Benchmark Clarification

Aftercare are youth who return to program after graduation and participate as drop ins for program activities.

*Community Service will be Community Service hours performed by youth either individually or part of the team as part of the program

Benchmarks at 3, 6 and, 9 months - no new criminal charges with a goal of recidivism rate of

20%.

EXHIBIT G

PAYMENT BENCHMARKS

FYI 2011 YMCA ERC

Risk/Protective Factor	Benchmark	% of Client Fixed Fee	Number of Participants expected to reach this Benchmark	Payment per Individual achieving this Benchmark	Maximum Benchmark Earnings Potential	Earnings Potential	Outcome Measure	Evidence
	Enrollment	15%	85	\$ 340.35	\$ 28,930.05	\$ 28,930.05		Intake Form, Parental Consent, TABE Score and Life Domain assessment Youth who have a minimum 20 hours per week over 30 days from date of enrollment as demonstrated by sign-in sheets.
	30 day retention	5%	65	\$ 148.36	\$ 9,643.35	\$ 9,643.35		Youth who have a minimum 20 hours per week over 10 weeks from date of enrollment as demonstrated by sign-in sheets.
	Program Completion	25%	55	\$ 876.67	\$ 48,216.75	\$ 48,216.75		Youth who have a minimum XX hours per week from program completion as demonstrated by sign-in sheet. (To be agreed upon by Maricopa County and YMCA staff within 30 days of a signed contract.)
	120 day retention	5%	48	\$ 200.90	\$ 9,643.35	\$ 9,643.35		
Increasing self control, self-management, and problem solving	Performance Objective- Cognitive Development	7.5%	55	\$ 263.00	\$ 14,465.03	\$ 14,465.03	assessment and ART program evaluation will be determined after the ART curriculum training and will be agreed upon by Maricopa County and YMCA staff	assessment and ART program evaluation will be determined after the ART curriculum training and will be agreed to by Maricopa County and YMCA staff
Low levels of educational attainment	Performance Objective- Education	7.5%	30	\$ 482.17	\$ 14,465.03	\$ 14,465.03	assessment and Education program evaluation will be determined after further discussion and will be agreed upon by Maricopa County and YMCA staff	Positive difference between TABE initial assessment score and assessment score at 10 weeks post enrollment
Promoting familial affection and communication	Performance Objective- Family Engagement	5%	40	\$ 241.08	\$ 9,643.35	\$ 9,643.35	Youth and Family attend 4 family oriented program activities designed by ERC staff	Family members who have attended minimum 4 events over 90 days from date of enrollment as demonstrated by sign-in sheets.
	After 6 months, no new criminal charges	10%	55	\$ 350.67	\$ 19,286.70	\$ 19,286.70		Participants who met program completion and had no new criminal charges as dmonstrated by Juvenile Probation Report
	After 9 months, no new criminal charges	10%	50	\$ 385.73	\$ 19,286.70	\$ 19,286.70		Participants who met program completion and had no new criminal charges as dmonstrated by Juvenile Probation Report
	After 12 months, no new criminal charges	10%	45	\$ 428.59	\$ 19,286.70	\$ 19,286.70		Participants who met program completion and had no new criminal charges as dmonstrated by Juvenile Probation Report
Benchmark Amount		\$ 192,867.00		Maximum payment benchmark if all goals met=		\$ 192,867.00		

EXHIBIT H**Respondent Budget Narrative**
Evening Reporting Center Program**YMCA Personnel:**

The Program Director will monitor the budget and reporting of the program to ensure accuracy and quality. Program Director will oversee the Arts for Life program, and act as liaison with the South Mt. Village Community, and Maricopa County probation and juvenile court system. He/she will work with the staff team to facilitate and coordinate ongoing referrals, facilitate the training of all staff and assist in their efforts to operate an effective and efficient program. The Project Supervisor, (Matt Sandoval) will work closely with the Program Director in the implementation of the program and the systems for tracking outcomes and measurements. The Program Director with assistance from the Program Supervisor will provide expertise, assistance in referrals and will assist/consult in the hiring process for an Education and Enrichment Coordinator (1.0) and Administrative specialist (.5 FTE)

Fringe Benefits:

Program Director and the Education and Enrichment Coordinator are both full time exempt YMCA employees. The Administrative Specialist is a .5 FTE. Fringe benefits for YMCA exempt full time employees include medical, dental, disability, fica, and retirement, etc. - 28%

FICA	6.20%	x Total Salary
Medicare	1.45%	x Total Salary
Workers' Comp. - Professional (1)	2.5%	x Total Salary
		x
		x First \$7,000 Earned Each
Unemployment Compensation	0.1%	Year
Disability & Life Insurance	0.7%	x Total Salary
Medical Coverage - Single (1)	\$3,053	\$254.42 Per Month
Medical Coverage - Spouse (2)	\$5,050	\$420.84 Per Month
Medical Coverage - Kids (3)	\$4,579	\$223.79 Per Month
Medical Coverage - Family (4)	\$7,559	\$570.84 Per Month
Dental - Single (1)	200	\$16.66 Per Month
Dental - Family (2)	760	\$63.34 Per Month
Vision - Single (1)	Inc	(in Dental)
Vision - Family (2)	Inc	(in Dental)
Retirement	10.00%	x Total Salary
Merit Increase	3.00%	x Total Salazar

Office/Facility/Classroom Rental – Facility usage costs will include daily usage of 3 areas totaling 3,200 square ft and access to the entire YMCA facility and Sport-Athletic fields. Monthly - \$1,400.

Office Supplies: Office supplies for 12 months @ 100 per month (12x100=1200), (office set up needs, paper, printing cartridges, toner) 25% of Copier lease set at \$200/month (.25x200x 12=\$600).

Program Materials/Supplies: Assorted Art supplies for all art related programming \$300/month for 12 months (12x 300=3,600). Food for meal preparation daily \$1,350/month (12 x 1,350=16,200).

Phone/Internet/Communication: Two staff cell phones for exclusive program use at \$65 per month (12x65x2=1,560)

Transportation/Travel: Passenger Vans will be made available for daily evening transportation home for participants and for field trips. Van Usage (including fuel costs) is estimated at \$1.25 per mile with the program using a van for 500 miles per month or \$625 per month (\$7,500 annually) A staff mileage rate for travel and community contact work is \$.40/mile (estimated is 200 miles per month for Program Director and Enrichment Coordinator for a total of \$180 month, \$2,160 per year). Bus tokens will be purchased for usage by the program participants, a combination of daily and or monthly passes as appropriate. Youth

needing assistance with transportation will be eligible for bus passes/\$30/pass for average 24 youth x 12 months (30x24x12=8640).

ART implementation Travel, Training, and Curriculum: Two Staff will travel for training for up to five days at a per diem cost \$174. Curriculum fees will be 400 per participant, with an estimated air fare of \$350 per staff member. Total cost will be 3,240 or $800 + (5 \times 2 \times 174) + 700$.

Evaluator: Xavier Morales (DrxEnterprises, Inc) and associates will provide evaluation services at a rate of 1,250 per quarter, \$5,000 annually.

Administrative/Indirect Costs: 12.29% - A complete indirect cost proposal used for state grants that the YMCA has received is available for review.

EXHIBIT I**BUDGET FORM**

PRIMARY APPLICANT BUDGET FORM				Attach. D	
FY 2011 YMCA ERC Program			TOTAL PROGRAM EXPENDITURES		
Primary Applicant Name:					
			Column (A) Maricopa County	Column (B) Other sources	Co.(A) + (B) Total
I. DIRECT COSTS					
A. PERSONNEL	FTE				
Program Director	1		45,000		45,000
Enrichment Director	1		36,000		36,000
Administrative Specialist	0.5		10,000	3,000	13,000
Fringe and Benefits					
Program and Enrichment Dir. Each	20%		16,200		16,200
B. OTHER DIRECT COSTS					
Office/Facility/Classroom Rental			16,800		16,800
Office Supplies/Software			1,800		1,800
Program Materials/Supplies			19,800		19,800
Phone/Internet/Communication			1,560		1,560
Transportation/Travel			18,300	11,000	29,300
Evaluator			5,000		5,000
ART Implementation			3,240		3,240
II. INDIRECT COSTS					
12.90%			22,407		22,407
TOTAL PRIMARY APPLICANT EXPENSES			196,107	14,000	210,107
TOTAL SUBCONTRACTOR EXPENSES (if applicable, from Attachment E)					
TOTAL PROJECT EXPENSES			196,107	14,000	210,107

YMCA/COMMUNITY INITIATIVES, 350 N. 1ST AVENUE, PHOENIX, AZ 85003

PRICING SHEET: NIGP CODE 9520602

Terms:	NET 30
Vendor Number:	W000012361 X
Telephone Number:	602/257-5124 602/212-5122
Fax Number:	602/257-5136 602/926-2529
Contact Person:	Beth Salazar Matt Sandoval
E-mail Address:	bsalazar@vosymca.org msandoval@vosymca.org
Certificates of Insurance	Required
Contract Period:	To cover the period ending July 31, 2010 2011.